Project Phase Review Report

Template and Guide

Version 1.2, April 2008

This Template and Guide is for the development of a Project Phase Review Report. The Guide is intended to be read in conjunction with the Template and should be removed from the front of the final document.

Additional templates for the review and evaluation of a project (**Project Review & Evaluation Report**), the closure of a large complex project **(Project Closure Report**) and the review of a small, less complex project (**Project Review & Closure Report**) have also been developed. These are available at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au).

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| *[C:\Users\grant.evans\Desktop\creativeccommonsby.png](http://creativecommons.org/licenses/by/4.0/)* | License URL: <https://creativecommons.org/licenses/by/4.0/legalcode> Please give attribution to: © State of Tasmania ([Department of Premier and Cabinet](http://www.dpac.tas.gov.au)) 2017 |

Why would you review a Project Phase?

No matter what the size or complexity of a project, it is necessary to measure the success of the project against well-defined criteria. Criteria established will help to determine whether the project is under control, the level of adherence to documented plans, methodologies and standards, and achievement of outcomes[[1]](#footnote-1).

A phase review is undertaken to:

* obtain approval to proceed to the next phase; or
* determine the need to ‘stop’ a project.

Who should review a Project Phase?

For large or complex projects, the phase should be reviewed and evaluated by an independent person (i.e. not the Project Manager or Project Team member).

Smaller, less complex projects generally are not broken into phases. However, it is often possible in these cases for the Project Manager to perform the review, provided they take an objective view of the review. If in doubt, engage an independent person, either from within or outside the business unit/organisation.

When would you review a Project Phase?

A project phase can be reviewed:

* At the end of the phase to provide an assessment of the success of the phase, before seeking approval to proceed to the next phase; or
* At any time during a phase to provide an assessment of the progress of the project, where the Project Sponsor or Steering Committee are seeking to make an informed judgement on the need to ‘stop’ a project.

**Which is the appropriate review template?**

There are four (4) different review templates that have been developed, each one designed for a different purpose, as described in the table overleaf.

How to determine the lessons learned from the Project:

There are a number of mechanisms that can be used to determine the lessons learned from a project. The following list is not fully comprehensive, but provides a few suggestions, a combination of which may best suit your individual needs:

* examination of project records and documentation;
* questionnaire or survey of a representative stakeholder sample;
* face-to face interviews – either one-on-one or groups; and/or
* facilitated feedback sessions with a large group of stakeholders.

It is important that stakeholder perceptions of the project are captured. Although different stakeholder groups will have different perceptions of the project, for future projects it is important to learn from their perspective what worked well or could be improved.

Integration Process

This document is a one-off report. It will not be updated and/or revised as the project progresses.

Relevant sections of the *Project Phase Review Report* will inform the planning process for the next phase, and may be integrated into any subsequent project management documentation, and as the project proceeds.

| **No.** | **Title** | **Best suits** | **Purpose** |
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| PM 036 | *Project Review & Evaluation Report* | Large or complex projects | A useful tool to assist a Project Sponsor and/or Steering Committee to:   * determine if the appropriate project management framework has been selected and appropriately applied enabling any deficiencies to be remedied * provide validation of a decision to ‘stop’ the project * make an informed decision about closing the project and capturing the lessons learnt |
| PM 936 | *Project Review & Closure Report* | Small projects  Large or complex projects | Excellent tool for capturing lessons from small projects and formally closing the project.  If a detailed review is not being undertaken this is an ideal way to capture the lessons learnt from the project and formally close the project. |
| **PM 037** | ***Project Phase Review Report*** | **Large or complex projects (phases)** | **A useful tool to assist the Project Sponsor and/or Steering Committee to:**   * **determine if the appropriate project management framework has been selected and appropriately applied enabling any deficiencies to be remedied** * **provide validation of a decision to proceed to the next phase of the project** * **provide validation of a decision to ‘stop’ the project** |
| PM 035 | *Project Closure Report* | Large or complex projects | A tool to assist a Project Sponsor and/or Steering Committee to ‘tidy up’ any loose ends and formally close the project.  It may follow on from a *Project Phase Review Report* or a *Project Review & Evaluation Report*. |

What you need before you start:

* Agreement to proceed with the review and evaluation from the Project Sponsor or Steering Committee.
* Endorsed document establishing the scope of the review – what is to be included and what is not included (this may be in the *Project Business Plan*)
* Access to the relevant project records, which may include:
  + major project management plans such as the *Business Case*, *Project Business Plan* etc.;
  + Steering Committee minutes;
  + Project Team minutes;
  + Project budget – actual versus expected;
  + Project plan/schedule – actual versus expected;
  + *Risk Register*; and
  + *Issues Register*.
* Knowledge and understanding of the *Tasmanian Government Project Management Guidelines*.

Also advisable:

* Any of the following optional documents – Strategic Information Systems Plan, *Project Proposal, Business Case, Process Review Report* or *Feasibility Study*.
* Awareness of the environmental factors that affected the project such as political, industrial, legislative, technical, financial, social, cultural and security/privacy.
* Corporate/Business Plan for the Department/Business Unit.
* Departmental Project Management Guidelines.

What you will have when you are finished:

A complete *Project Phase Review Report* ready to be given due consideration by the Project Sponsor and/or Project Steering Committee.

How to use this template:

The template contains sections which are either optional or can be developed at a number of levels of detail depending upon individual need.

All documents developed based on this template should include an appropriate acknowledgement.

A number of **different text styles** have been used within the template, as follows:

* Text in blue italics is intended to provide a guide as to the kind of information that can be included in a section and to what types of projects it might be applicable. It should be deleted from the final document .
* Text in normal font is intended as examples.
* Text enclosed in <angle brackets> is intended to be replaced by whatever it is describing.
* This document has been formatted for duplex printing. If you intend to print single sided, you may need to delete some page breaks.

Where to Get Additional Help

Project Management tools and resources that can assist you through each step in your project are available at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au)

Checklist

**Have you remembered to remove**:

* The versioning statement from the front cover of your document?
* This guide and checklist from the front of your document?
* All blue italic instructional text and <prescriptive text enclosed in angle brackets> within the template?

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| <Project Title><Project Title>  Project Phase Review Report |
| Version: <n.n>, Date: <dd-mm-yyyy>  Copy: Uncontrolled |
| The version number starts at one and increases by one for each release. It shows the release number and a revision letter if in draft. The original draft is 0.A and subsequent drafts are 0.B, 0.C etc. The first accepted and issued document is 1.0. Subsequent changes in draft form are 1.0A, 1.0B etc. The accepted and issued second version is 1.1 or 2.0, depending on the magnitude of the change.  Refer to the **Project Management Fact Sheet: Document Control**, for more information at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au) |

Document Acceptance and Release Notice

This document is Version <n.n> of the Project Phase Review Report for the <Project Title>.

This document is authorised for release once all signatures have been obtained.

Briefly describe the terms of reference for the Project Phase Review (as per Section 1.2 in the Report).

Briefly describe the methodology used for the Project Phase Review (as per Section 2.2 in the Report).

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| PREPARED: |  | Date: |  | - |  | - |  |
| (for acceptance) | <Name, Title>  <Project Title> Project Review Consultant |  |  | | | | |
|  |  |  |  | | | | |
| ACCEPTED: |  | Date: |  | - |  | - |  |
| (for release) | <Name, Title>  <Project Title> Project Sponsor  On behalf of the  <Project Title> Steering Committee |  |  | | | | |

Document Development History

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# Executive Summary

Briefly describe the main findings presented in the Report.

## Background

Describe the background and purpose of the Project Phase Review.

## Terms of Reference

Describe the terms of reference for the Project Phase Review, particularly what was included, and what was not included.

## Summary of Findings

Briefly describe the main findings presented in the Report.

## Recommendations

List the recommendations that appear in the Report. For ease of reference, each recommendation should be uniquely numbered and a reference provided to the relevant section within the Report.

# 

# Introduction

## Background to the Project

Briefly describe the background to the phase of the project under review to provide the contextual framework within which the project and phase was undertaken.

## Project Phase Review Methodology

Briefly describe the methodology used for the Project Phase Review, including mechanisms such as examination of documentation, surveys, face-to-face interviews, group sessions etc.

# Progress & Current Status - Outputs

## <Output #>

Describe the development of and current progress for each of the outputs being developed during the phase(s) under review.

# Project Management Activities

## Project Plan

Assess the performance of the project in relation to the Project Plan – actual against planned. Describe any problems that required changes to major milestones for the phase(s) under review.

## Budget

Assess the performance of the project in relation to the budget – actual against planned. Describe any major variations sought to the costs for the phase(s) under review.

## Staff Resourcing

Assess the performance of the project in relation to the staff resourcing including the skill mix of the team – actual against planned. Describe any problems that occurred due to the adopted approach, or any suggested improvements.

## Physical

Describe the physical arrangements for the project team and identify any issues that arose as a result of these arrangements.

## Information Management

Describe the information management arrangements adopted for the project phase e.g. document control, storage, security and backup of hard copy and soft copy records and documents, level of documentation maintained. Identify any issues that arose as a result of these arrangements.

## Risks

Describe the major risks faced by the phase(s) under review and the status of the risks. Describe any problems that occurred due to the adopted approach to risk management, or any suggested improvements.

## Issues

Describe the key issues faced by the phase(s) under review and the status of the issues. Describe any problems that occurred due to the adopted approach to issues management, or any suggested improvements.

# Consequences for Future Phases

## <Phase #>

Describe the consequences for future phases in relation to the following areas:

### Project Plan

### Budget

### Staff Resourcing

### Physical

### Information Management

### Risks

### Issues

# Lessons Learned

## What Worked Well?

Describe the project management and quality management processes that were perceived to be appropriate and/or effective for the phase of the project, as reflected by the stakeholders and the project records/documentation.

## What could be improved?

Describe the project management and quality management processes that were perceived to be inappropriate and/or ineffective for the phase of the project, as reflected by the stakeholders and the project records/documentation.

# Conclusions

Provide a summary of the conclusions drawn throughout the Report.

# Summary of Recommendations

List the recommendations that appear in the Report.

# Appendices

This section is optional.

Where necessary, appendices can be attached to provide any relevant supporting information, such as:

* a glossary listing key terms and abbreviations used in the Report;
* copies or samples of the outputs developed to date;
* a list of stakeholders surveyed or interviewed;
* a copy of the survey questions;
* a summary of individual stakeholders comments gathered through the investigative process;
* a list of project documents examined during the review; and/or
* examples of tools or templates referred to within the Report.

1. For a definition of Project Management terms, refer to the *Tasmanian Government Project Management Guidelines:* *Appendix 1: Project Management Glossary* [↑](#footnote-ref-1)